

POSITION GUIDE

CHIEF REVENUE
DEVELOPMENT
OFFICER

ABOUT ZOOLOGICAL SOCIETY OF MILWAUKEE

The Zoological Society of Milwaukee passionately works to conserve wildlife and the environment, educate its community through innovative programs, and support the [Milwaukee County Zoo](#). As a nonprofit organization, the Society directly operates education programs and local, regional, and international conservation efforts, and raises funds to support these programs as well as the Zoo itself.

The Society was established in 1910 as an informal group of community leaders who bought animals and raised funds for the Zoo. Today it is a nonprofit 501(c)3 organization with 52 full-time, 16 part-time, and ~25 seasonal employees who manage daily operations and programs.

Together, the Zoo and Society serve more than 1.1 million Zoo visitors a year. The Society and Zoo work together to attract both a strong family base as well as a diverse audience through free days, targeted school programs, special events, and other efforts. Thanks to the vision of community leaders and the generosity of many friends, the Society has invested millions in capital improvements to the Zoo in partnership with Milwaukee County.

KEY FACTS



- **\$3.8 million** in FY21 contributions
- Approximately **41,000 household** member-base (48,000 peak)
- **\$7.4 million** in annual membership revenue
- **\$10 million** endowment
- **52** total FTE / **16** total PTE
- **45-member** Board of Directors

MISSION



The mission of the Zoological Society of Milwaukee is to conserve wildlife and endangered species, educate people about the importance of wildlife and the environment, and support the Milwaukee County Zoo.

DIVERSITY, EQUITY, ACCESS & INCLUSION



The Zoological Society of Milwaukee is committed to creating a welcoming environment for staff and visitors of all backgrounds. The Society and the Milwaukee County Zoo also believe the Zoo should be accessible to all members of the community. Throughout the year there are opportunities for free or discounted admission to the Zoo, special events, or educational programs. [Learn more here.](#)

CONNECT WITH THE SOCIETY



The Society runs an Education Department that currently serves about 125,000 (peak 250,000) children and adults a year through school and Scout programs, fee-based classes and camps, and Kohl's Wild Theater, one of the largest zoo-based theater programs in the country. The Society is in the midst of strategic planning work to re-imagine its conservation efforts. Current initiatives include efforts to protect birds, bats, bees, and butterflies in Southeastern Wisconsin; zookeeper projects domestically and abroad; and co-leading (with the Zoo) the international Bonobos Species Survival Plan®.

The Society runs the [Zoo Pass program](#), the largest driver of revenue at the Society (50% of this revenue is shared with the Zoo) and one of the largest membership programs in Southeastern Wisconsin. With several different membership levels for individuals, couples, and families, the program offers free regular admission to the Milwaukee County Zoo, discounts and priority registration for classes and camps, free or discounted rates on events throughout the year, and more.

The Society is a 50/50 partner with the county on major capital improvements. In 2018 the Society launched its Adventure Africa campaign, a \$27 million portion of a \$50 million capital effort to transform 25% of the developed footprint of the Milwaukee County Zoo—the largest physical change to the Zoo since its opening in 1961. Since launching the campaign (which is now nearly complete), a new elephant and African mixed-species yard opened in 2019, a hippo habitat opened in 2020 (Milwaukee is one of only a dozen zoos with an underwater viewing feature for hippos), and the design process for a new rhino home has begun. Also currently in progress is a joint effort between the Zoo and the Society to conduct enterprise-wide strategic planning. Through this process, they will create a joint strategic plan, refresh the current master (facilities) plan, and develop a business plan.



THE OPPORTUNITY

Reporting to the President & CEO, the Chief Revenue Development Officer is a new position that will lead all initiatives related to the Zoological Society of Milwaukee's development, fundraising operations, and membership and marketing efforts. This will include oversight of the membership program; corporate, foundation, and individual fundraising; capital campaigns; grants and planned giving; special events and sponsorships; marketing and communications; and publications and media relations. This individual will lead the merging of two departments (Development and Membership, Marketing, & Communications) into one operation that generates strong, sustainable streams of revenue for the organization. They will staff the Development and Marketing Committees of the Board and will oversee a team of 30+ employees with three direct reports: Senior Director of Development, Director of Membership & Communications, and Manager of Fundraising Operations & Stewardship.

MAJOR OBJECTIVES

Within the first 12 to 18 months, the Chief Revenue Development Officer will achieve the following major objectives:

- Plan, develop, and implement a visionary, long-term strategy that effectively unites the Development and Membership, Marketing, & Communications departments into a single fundraising engine, leverages all giving channels in a coordinated and comprehensive way, and shifts toward a more holistic approach to donor engagement that drives maximum giving.
- Establish strong, collaborative, trusting relationships with President & CEO, Management Team, Board Members, Zoo Director, and the Development and Membership, Marketing, & Communications teams.
- Build and lead a high-performing fundraising operation that grows an increasingly larger and diverse donor base by clarifying portfolio assignments, ensuring strong moves management, and increasing out-of-the door engagements.
- Establish a metrics-based approach to revenue development that is grounded in concrete data, operates from clear, ambitious KPIs, and regularly produces progress reports.

RESPONSIBILITIES

The Chief Revenue Development Officer will have the following primary responsibilities:

STRATEGY AND PEOPLE DEVELOPMENT

- Develop and execute a comprehensive and multi-year fundraising strategy aligned with the Society's strategic plan, and work closely with the Senior Director of Development, Director of Membership & Communications, and the Manager of Fundraising Operations & Stewardship to create and oversee annual fundraising plans in support of that strategy.
- Set clear direction and priorities for the Development, Fundraising Operations & Stewardship, and Membership & Communications staff; set measurable goals and motivate staff through active communication and delegation.
- Work with the CEO and other senior leaders to develop clear and compelling messages that articulate the Society's funding priorities and describe the strengths and aspirations of the Society.
- Develop a high performing team to drive toward aggressive annual growth in fundraising; oversee all personnel activities for the department, including the recruitment, hiring, onboarding, training, and retention of staff as well as defining the job responsibilities and performance review process for staff members.

MEMBERSHIP, MARKETING, & COMMUNICATIONS

- Guide the development of strategies for acquiring new members, retaining current members, and re-capturing lapsed members, with the goal of maintaining and growing strong Zoo Pass membership (currently a \$7 million annual revenue stream).
- Serve as the liaison to the Board's Marketing Committee.
- Oversee all Zoological Society marketing efforts, media relations, publications, sponsorship, cause marketing/promotional activities, education programs, capital campaign, and events/exhibits.



- Work with staff to plan promotions for the year.
- Oversee the staffing of the Society's Associate Board (special events staff will serve as the direct liaison).
- Ensure that the Society's social media presence is maximized, branding guidelines are maintained, and production and proofing of print and online magazines and newsletters is properly managed.

DIRECT FUNDRAISING

- Ensure the coordinated strategy of prospect development across the Society's giving channels, including annual giving, major gifts, grants, etc., with particular focus on expanding the organization's major gifts program.
- Provide the highest level of support to the CEO in her role as a fundraiser, serving as a co-strategist and partner in cultivating and soliciting gifts.
- Personally manage a portfolio of 60 individuals and institutions with \$100K+ giving capacity (inclusive of the CEO's portfolio of 30); lead by example to ensure that timely steps are taken toward solicitation.
- Continue to assess donor stewardship practices; elevate the importance of stewarding all gifts and programs that strengthen donors' interests in, satisfaction with, and commitment to the Society.
- Provide significant support to the Board for their fundraising activities on behalf of the Society, serving as the liaison to the Board's Development Committee.
- Expand the grants program into a robust operation that capitalizes on a wider range of funding opportunities

ORGANIZATIONAL LEADERSHIP

- Cultivate strong working relationships with senior leaders at the Society and the Zoo; ensure that teams collaborate and communicate in order to continuously integrate fundraising throughout the enterprise.
- In close collaboration with the CFO, proactively manage the budgeting process, anticipating costs and prioritizing needs.
- Ensure that all systems and processes follow sound budgetary, legal and accountability practices.

QUALIFICATIONS

The ideal candidate will possess most of the following qualifications:

- An enthusiastic commitment to the Zoological Society of Milwaukee's mission, vision, and philosophy, and a passion for animals.
- A minimum of seven to ten years of senior-level leadership experience managing successful comprehensive advancement teams, with a track record of building significant annual, major, principal, and planned gifts.
- Proven staff management skills with the ability to foster an environment characterized by high levels of employee engagement and high performance developed through teamwork and collaboration.
- Excellent interpersonal demeanor with a strong commitment to high ethical standards and professionalism, and the ability to establish trust at all levels.
- The ability to effectively present to diverse audiences and organizations of various sizes, including donors, co-workers, volunteers, governmental agencies, community groups, and the general public.
- Experience guiding membership strategy.
- Expertise in the field of marketing and communications.
- An innovative, strategic, and entrepreneurial approach to fundraising and donor cultivation.
- A strong track record of exceeding ambitious goals in annual, capital, and endowment campaigns
- The ability to quickly establish relationships with major donors both within the metro-Milwaukee area and the State of Wisconsin, preferably also in Illinois, Michigan, and Minnesota.
- Strong organizational and time management skills with the ability to delegate effectively.
- Excellent writing skills with attention to detail and the ability to create concise, creative, and engaging content.
- A knowledge of Tessitura or similar donor-management software, and proficiency in Microsoft Suite, including Excel, Outlook and Word.
- The ability to think creatively and develop and apply innovative approaches to problem-solving.
- Excellent analytical, strategic and decision-making skills.
- Strong business and financial acumen.
- Possession of a valid driver's license and the ability to frequently travel out-of-town and overnight, including via air travel.
- A Bachelor's degree or equivalent relevant experience is required.



COMPENSATION & BENEFITS

The salary range for this position is competitive and will be based on experience. Benefits include medical, dental, and vision insurance; flexible spending accounts; a 401(k) plan with a 5% match; life and accident insurance; disability benefits; a Zoo Pass; and an employee assistance program.

APPLICATION

The Zoological Society of Milwaukee has retained Campbell & Company to conduct this search. The team for this project includes Joey Scheiber, Abigail Husain, and Kris McFeely.



JOEY SCHEIBER

Senior Consultant, Executive Search



ABIGAIL HUSAIN

Associate Consultant, Executive Search



KRIS MCFEELY

Managing Director, Executive Search

APPLY NOW >

The Zoological Society of Milwaukee believes diversity, equity, access, and inclusion (DEAI) are the hallmarks of a robust, vibrant community and have adopted DEAI as foundational to our organizations' priorities and values. A successful candidate will embrace these values and incorporate a similar commitment within their scope of work to foster an inclusive culture that celebrates diversity, which is demonstrated through actions and words. Individuals from non-traditional backgrounds, historically marginalized, and/or underrepresented groups are strongly encouraged to apply.

The Society provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.

This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.



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Underlying all our work is a shared focus on the Campbell & Company mission: to collaborate and innovate with people who change lives through philanthropic vision and action.

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